

**Exhibit 300: Capital Asset Plan and Business Case Summary****Part I: Summary Information And Justification (All Capital Assets)****Section A: Overview (All Capital Assets)**

1. Date of Submission: 9/7/2006
2. Agency: Small Business Administration
3. Bureau: Disaster Assistance
4. Name of this Capital Asset: ODA: Disaster Credit Management Modernization (DCMM)
5. Unique Project (Investment) Identifier: (For IT investment only, see section 53. For all other, use agency ID system.) 028-00-01-05-01-5001-00
6. What kind of investment will this be in FY2009? (Please NOTE: Investments moving to O&M in FY2009, with Planning/Acquisition activities prior to FY2009 should not select O&M. These investments should indicate their current status.) Mixed Life Cycle
7. What was the first budget year this investment was submitted to OMB? FY2001 or earlier
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:  
  
DCMM is the Office of Disaster Assistance (ODA) initiative to modernize and strengthen the data and information technology available to support and sustain its objectives of providing an expedited response to disasters; improving the quality and timeliness of disaster loan processing; managing with high quality information; and reducing the cost of personnel, training, overtime, and travel. Disaster Credit Management System (DCMS) is an integrated IT system implemented to satisfy the DCMM initiative. It is a system to process, service and track disaster loan applications and facilitate disbursements. DCMS is primarily in a steady state. The agency approved the DCMM project in 1998, beginning with a process evaluation and re-engineering effort. DCMS began in FY00 with an alternative analysis and awarding a contract for development and integration. DCMS was put into production in Nov 2004.  
  
Prior to DCMS implementation, the disaster loan making process was labor intensive and paper driven. The only automation was a file tracking system, created in 1990, and user developed spreadsheets. DCMS directly supports SBA Strategic Goal 3 to restore homes and businesses affected by disaster. DCMS supports and reduces application processing, approval and funding times.  
  
In June 2006, GAO Audit recommendations and SBA Administration mandated that ODA provide disaster victims a process to apply for disaster loan assistance online. This portion of DCMS is DME. The Agency BTIC approved this DME effort in mid-July 2006. The project planning, requirements analysis and alternative analysis processes were begun immediately after approval and are on-going. This will allow us to improve customer service, achieve outcome goals, reduce costs to taxpayers and allow for more automation of processes and workflow.
9. Did the Agency's Executive/Investment Committee approve this request? Yes
  - a. If "yes," what was the date of this approval? 7/18/2006
10. Did the Project Manager review this Exhibit? Yes
11. Contact information of Project Manager?
12. Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project? Yes
  - a. Will this investment include electronic assets (including computers)? Yes
  - b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only) No
    1. If "yes," is an ESPC or UESC being used to help fund this investment? No
    2. If "yes," will this investment meet sustainable design principles? No
    3. If "yes," is it designed to be 30% more energy efficient than relevant code?
13. Does this investment directly support one of the PMA No

initiatives?

If "yes," check all that apply:

a. Briefly and specifically describe for each selected how this asset directly supports the identified initiative(s)? (e.g. If E-Gov is selected, is it an approved shared service provider or the managing partner?)

14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? (For more information about the PART, visit [www.whitehouse.gov/omb/part](http://www.whitehouse.gov/omb/part).) Yes

a. If "yes," does this investment address a weakness found during a PART review? Yes

b. If "yes," what is the name of the PARTed program? Disaster Loan Program

c. If "yes," what rating did the PART receive? Effective

15. Is this investment for information technology? Yes

If the answer to Question 15 is "Yes," complete questions 16-23 below. If the answer is "No," do not answer questions 16-23.

For information technology investments only:

16. What is the level of the IT Project? (per CIO Council PM Guidance) Level 3

17. What project management qualifications does the Project Manager have? (per CIO Council PM Guidance) (1) Project manager has been validated as qualified for this investment

18. Is this investment or any project(s) within this investment identified as "high risk" on the Q4 - FY 2007 agency high risk report (per OMB Memorandum M-05-23) Yes

19. Is this a financial management system? No

a. If "yes," does this investment address a FFMIA compliance area? No

1. If "yes," which compliance area:

2. If "no," what does it address?

b. If "yes," please identify the system name(s) and system acronym(s) as reported in the most recent financial systems inventory update required by Circular A-11 section 52

20. What is the percentage breakout for the total FY2009 funding request for the following? (This should total 100%)

Hardware	0.000000
Software	0.000000
Services	100.000000
Other	0.000000

21. If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities? No

22. Contact information of individual responsible for privacy related questions:

23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval? Yes

Question 24 must be answered by all Investments:

24. Does this investment directly support one of the GAO High Risk Areas? No

## Section B: Summary of Spending (All Capital Assets)

1. Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated "Government FTE Cost," and should be excluded from the amounts shown for "Planning," "Full Acquisition," and "Operation/Maintenance." The "TOTAL" estimated annual cost of the investment is the sum of costs for "Planning," "Full Acquisition," and "Operation/Maintenance." For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

<b>Table 1: SUMMARY OF SPENDING FOR PROJECT PHASES</b> <b>(REPORTED IN MILLIONS)</b> (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)									
	PY-1 and earlier	PY 2007	CY 2008	BY 2009	BY+1 2010	BY+2 2011	BY+3 2012	BY+4 and beyond	Total
Planning:	0.922	0.1	0.1	0					
Acquisition:	20.33	0	7	0					
Subtotal Planning & Acquisition:	21.252	0.1	7.1	0					
Operations & Maintenance:	15.902	9.289	10.4	11.38					
TOTAL:	37.154	9.389	17.5	11.38					
<b>Government FTE Costs should not be included in the amounts provided above.</b>									
Government FTE Costs	4.086	2.164	2.2	2.266					
Number of FTE represented by Costs:	65	26	26	26					

Note: For the multi-agency investments, this table should include all funding (both managing partner and partner agencies). Government FTE Costs should not be included as part of the TOTAL represented.

2. Will this project require the agency to hire additional FTE's? No

a. If "yes," How many and in what year?

3. If the summary of spending has changed from the FY2008 President's budget request, briefly explain those changes:  
 In September 2006, a new SBA Administration changed the operating priorities for ODA. This delayed the execution of the Electronic Loan Application (ELA) project. The project started in August 06 with requirement gathering. This process was stopped in September 06 and resumed in late February 07. Because of this delay, the acquisition of hardware and software planned for February and March 07 was delayed. It is now planned to occur in Q1 of FY2008.

Additionally, the new SBA Administration determined that the current DR capacity of approximately 2,300 concurrent users is not sufficient. The current Production environment supports 8,000 concurrent users, with equipment purchased in FY2006. If an extended failover to DR occurred in a period of heavy use, there would be serious consequences and ODA would be unable to sustain its stated output goals. After analysis, ODA was approved to acquire new DR equipment in FY2008. This cost is based on the assumption of buying the exact equipment purchased for the Production environment in FY2006. The cost is lower than FY2006 because we will not be required to purchase additional software licenses in the same quantity as Production.

Also, in order to facilitate Agency reporting of hosting costs, the current hosting contract costs were eliminated from the Exhibit for BY2009.

### **Section C: Acquisition/Contract Strategy (All Capital Assets)**

1. Complete the table for all (including all non-Federal) contracts and/or task orders currently in place or planned for this investment. Total Value should include all option years for each contract. Contracts and/or task orders completed do not need to be included.

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Contracts/Task Orders Table:																* Costs in millions
Contract or Task Order Number	Type of Contract/ Task Order	Has the contract been awarded (Y/N)	If so what is the date of the award? If not, what is the planned award date?	Start date of Contract/ Task Order	End date of Contract/ Task Order	Total Value of Contract/ Task Order (\$M)	Is this an Interagency Acquisition ? (Y/N)	Is it performance based? (Y/N)	Competitively awarded? (Y/N)	What, if any, alternative financing option is being used? (ESPC, UESC, EUL, N/A)	Is EVM in the contract? (Y/N)	Does the contract include the required security & privacy clauses? (Y/N)	Name of CO	CO Contact information (phone/email)	Contracting Officer Certification Level (Level 1,2,3,N/A)	If N/A, has the agency determined the CO assigned has the competencies and skills necessary to support this acquisition ? (Y/N)
SBA-2006-C-2476M	CIO-SP2 Time and Materials	Yes	3/27/2006	3/27/2006	3/26/2011	54.1228	No	Yes	No	NA	Yes	Yes	Holliday, Gregory D	301-402-3069 / HollidaG@od.nih.gov	Level 3	

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

3. Do the contracts ensure Section 508 compliance?

No

a. Explain why:

Original system received a 508 waiver from Agency CIO during development. DME Electronic Loan Application project will be 508 compliant. Remainder will be brought into compliance in the future.

4. Is there an acquisition plan which has been approved in accordance with agency requirements?

Yes

a. If "yes," what is the date?

7/5/2007

b. If "no," will an acquisition plan be developed?

Yes

1. If "no," briefly explain why:

### Section D: Performance Information (All Capital Assets)

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures (indicators) must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative or qualitative measure.

Agencies must use the following table to report performance goals and measures for the major investment and use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Map all Measurement Indicators to the corresponding "Measurement Area" and "Measurement Grouping" identified in the PRM. There should be at least one Measurement Indicator for each of the four different Measurement Areas (for each fiscal year). The PRM is available at [www.egov.gov](http://www.egov.gov). The table can be extended to include performance measures for years beyond FY 2009.

Performance Information Table								
Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
2006	Restore homes and business affected by disaster	Customer Results	Customer Benefit	Customer Satisfaction	ACSI Survey			
2006	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	EI Disaster Loan borrowers operational 6 months after final disbursement			
2006	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Disaster Loans initial disbursement within 5 days			
2006	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Business Physical Disaster Loan borrowers operational 6 months after final disbursement			
2006	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	EI Disaster Loans processed within 18 days			
2006	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Business Physical Disaster Loans processed within 18 days			
2006	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Home Disaster Loans processed within 14 days			
2006	Restore homes and business affected by disaster	Technology	Efficiency	Load levels	Load Test of the maximum number of concurrent connections with the upgraded system hardware			

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Performance Information Table								
Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
2007	Restore homes and business affected by disaster	Customer Results	Customer Benefit	Customer Satisfaction	ASCI Survey			
2007	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	EI Disaster Loan borrowers operational 6 months after final disbursement			
2007	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Disaster Loans initial disbursement within 5 days			
2007	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Business Physical Disaster Loan borrowers operational 6 months after final disbursement			
2007	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	EI Disaster Loans processed within 17 days			
2007	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Business Physical Disaster Loans processed within 17 days			
2007	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Home Disaster Loans processed within 12 days			
2008	Restore homes and business affected by disaster	Customer Results	Customer Benefit	Customer Satisfaction	ASCI Survey			
2008	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	EI Disaster Loan borrowers operational 6 months after final disbursement			
2008	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Business Physical Disaster Loan borrowers operational 6 months after final disbursement			
2008	Restore homes and business affected by disaster	Mission and Business Results	Disaster Management	Disaster Repair and Restore	Disaster Loans initial disbursement within 5 days			
2008	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	EI Disaster Loans processed within 16 days			
2008	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Business Physical Disaster Loans processed within 16 days			
2008	Restore homes and business affected by disaster	Processes and Activities	Cycle Time and Resource Time	Timeliness	Home Disaster Loans processed within 10 days			
2008	Restore homes and business affected by disaster	Technology	Efficiency	Accessibility	ELA System Availability			
2009	Restore homes and business affected by disaster	Customer Results	Customer Benefit	Customer Satisfaction	ASCI Survey			
2009	Restore homes and business affected by disaster	Technology	Efficiency	Accessibility	ELA System Availability			

**Section E: Security and Privacy (IT Capital Assets only)**

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In order to successfully address this area of the business case, each question below must be answered at the system/application level, not at a program or agency level. Systems supporting this investment on the planning and operational systems security tables should match the systems on the privacy table below. Systems on the Operational Security Table must be included on your agency FISMA system inventory and should be easily referenced in the inventory (i.e., should use the same name or identifier).

For existing Mixed-Life Cycle investments where enhancement, development, and/or modernization is planned, include the investment in both the "Systems in Planning" table (Table 3) and the "Operational Systems" table (Table 4). Systems which are already operational, but have enhancement, development, and/or modernization activity, should be included in both Table 3 and Table 4. Table 3 should reflect the planned date for the system changes to be complete and operational, and the planned date for the associated C&A update. Table 4 should reflect the current status of the requirements listed. In this context, information contained within Table 3 should characterize what updates to testing and documentation will occur before implementing the enhancements; and Table 4 should characterize the current state of the materials associated with the existing system.

All systems listed in the two security tables should be identified in the privacy table. The list of systems in the "Name of System" column of the privacy table (Table 8) should match the systems listed in columns titled "Name of System" in the security tables (Tables 3 and 4). For the Privacy table, it is possible that there may not be a one-to-one ratio between the list of systems and the related privacy documents. For example, one PIA could cover multiple systems. If this is the case, a working link to the PIA may be listed in column (d) of the privacy table more than once (for each system covered by the PIA).

The questions asking whether there is a PIA which covers the system and whether a SORN is required for the system are discrete from the narrative fields. The narrative column provides an opportunity for free text explanation why a working link is not provided. For example, a SORN may be required for the system, but the system is not yet operational. In this circumstance, answer "yes" for column (e) and in the narrative in column (f), explain that because the system is not operational the SORN is not yet required to be published.

Please respond to the questions below and verify the system owner took the following actions:

1. Have the IT security costs for the system(s) been identified and integrated into the overall costs of the investment: Yes
  - a. If "yes," provide the "Percentage IT Security" for the budget year: 3.000000
2. Is identifying and assessing security and privacy risks a part of the overall risk management effort for each system supporting or part of this investment. Yes

**3. Systems in Planning and Undergoing Enhancement(s), Development, and/or Modernization - Security Table(s):**

Name of System	Agency/ or Contractor Operated System?	Planned Operational Date	Date of Planned C&A update (for existing mixed life cycle systems) or Planned Completion Date (for new systems)
Electronic Loan Application (ELA)	Contractor and Government	5/24/2008	5/1/2008

**4. Operational Systems - Security Table:**

Name of System	Agency/ or Contractor Operated System?	NIST FIPS 199 Risk Impact level (High, Moderate, Low)	Has C&A been Completed, using NIST 800-37? (Y/N)	Date Completed: C&A	What standards were used for the Security Controls tests? (FIPS 200/NIST 800-53, NIST 800-26, Other, N/A)	Date Complete(d): Security Control Testing	Date the contingency plan tested
DCMS	Contractor and Government	High	Yes	9/15/2006	FIPS 200 / NIST 800-53	9/15/2006	5/1/2007

5. Have any weaknesses, not yet remediated, related to any of the systems part of or supporting this investment been identified by the agency or IG? Yes
  - a. If "yes," have those weaknesses been incorporated into the agency's plan of action and milestone process? Yes
6. Indicate whether an increase in IT security funding is requested to remediate IT security weaknesses? Yes
  - a. If "yes," specify the amount, provide a general description of the weakness, and explain how the funding request will remediate the weakness.

DCMS is a High Security Categorization system. NIST 800-53 requires that many of the security controls for a High system be automated. We will need to purchase software for many of these vulnerabilities. Alternative Analysis is underway and specific software and costs have yet to be determined. Analysis will be completed in Q1 of FY2008. Order of magnitude estimate for budget purposes is approximately \$100K.

7. How are contractor security procedures monitored, verified, and validated by the agency for the contractor systems above?

All users of the system and their transactions are monitored daily through manual review of audit logs. We make no distinction in this regard to ODA employees or contractors. ODA has implemented TripWire to continuously monitor security baseline settings and raise an alert when changes occur. Users access the system through defined roles that restrict them to the level of data required to complete their job. The project has three security experts on staff. One is an ODA employee and the other two

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are contractors. One contractor is a PMP and has a CISSP certification. The second has a Masters degree in Security Informatics.

We have constructed a detailed Continuous Monitoring Plan that supports and conforms to the intent of control SA-9 of NIST SP 800-53. It includes requirements that contractors provide evidence, on demand, of 70 security controls required by the Statement of Work in their contract. An enhancement to control SA-3 has been made to contractually obligate service providers to adhere to the provisions of NIST 800-53 and our Continuous Monitoring Plan.

<b>8. Planning &amp; Operational Systems - Privacy Table:</b>					
<b>(a) Name of System</b>	<b>(b) Is this a new system? (Y/N)</b>	<b>(c) Is there at least one Privacy Impact Assessment (PIA) which covers this system? (Y/N)</b>	<b>(d) Internet Link or Explanation</b>	<b>(e) Is a System of Records Notice (SORN) required for this system? (Y/N)</b>	<b>(f) Internet Link or Explanation</b>
DCMS	No	Yes	<a href="http://www.sba.gov/aboutsba/sbaprograms/foia/index.html">http://www.sba.gov/aboutsba/sbaprograms/foia/index.html</a>	Yes	<a href="http://frwebgate3.access.gpo.gov/cgi-bin/waisgate.cgi?WAISdocID=09911730157+1+0+0&amp;WAIAction=retrieve">http://frwebgate3.access.gpo.gov/cgi-bin/waisgate.cgi?WAISdocID=09911730157+1+0+0&amp;WAIAction=retrieve</a>
Electronic Loan Application	Yes	No	Not operational until 2008	No	Not operational until 2008
<b>Details for Text Options:</b> Column (d): If yes to (c), provide the link(s) to the publicly posted PIA(s) with which this system is associated. If no to (c), provide an explanation why the PIA has not been publicly posted or why the PIA has not been conducted.  Column (f): If yes to (e), provide the link(s) to where the current and up to date SORN(s) is published in the federal register. If no to (e), provide an explanation why the SORN has not been published or why there isn't a current and up to date SORN.  Note: Working links must be provided to specific documents not general privacy websites. Non-working links will be considered as a blank field.					

## **Section F: Enterprise Architecture (EA) (IT Capital Assets only)**

In order to successfully address this area of the capital asset plan and business case, the investment must be included in the agency's EA and Capital Planning and Investment Control (CPIC) process and mapped to and supporting the FEA. The business case must demonstrate the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.

1. Is this investment included in your agency's target enterprise architecture? Yes

a. If "no," please explain why?

2. Is this investment included in the agency's EA Transition Strategy? Yes

a. If "yes," provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment. Disaster Credit Management Modernization (DCMM)  
Disaster Credit Management System (DCMS) Exhibit 4-7,  
Exhibit 4-19

In the SBA EA Migration and Sequencing Plan 1.03

Initiative #4: PRM - Expand private and public sector partnerships

b. If "no," please explain why?

3. Is this investment identified in a completed (contains a target architecture) and approved segment architecture? No

a. If "yes," provide the name of the segment architecture as provided in the agency's most recent annual EA Assessment.

<b>4. Service Component Reference Model (SRM) Table:</b>								
Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <a href="http://www.egov.gov">http://www.egov.gov</a> .								
<b>Agency Component Name</b>	<b>Agency Component Description</b>	<b>FEA SRM Service Domain</b>	<b>FEA SRM Service Type</b>	<b>FEA SRM Component (a)</b>	<b>Service Component Reused Name (b)</b>	<b>Service Component Reused UPI (b)</b>	<b>Internal or External Reuse? (c)</b>	<b>BY Funding Percentage (d)</b>
Data Exchange	Support the interchange of information between multiple systems or applications;	Back Office Services	Data Management	Data Exchange			No Reuse	15



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**4. Service Component Reference Model (SRM) Table:**

Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.egov.gov>.

Agency Component Name	Agency Component Description	FEA SRM Service Domain	FEA SRM Service Type	FEA SRM Component (a)	Service Component Reused Name (b)	Service Component Reused UPI (b)	Internal or External Reuse? (c)	BY Funding Percentage (d)
	includes verification that transmitted data was received unaltered							
Data Warehouse	Support the archiving and storage of large volumes of data	Back Office Services	Data Management	Data Warehouse			No Reuse	15
Data Integration	Support the organization of data from separate data sources into a single source using middleware or application integration as well as the modification of system data models to capture new information within a single system	Back Office Services	Development and Integration	Data Integration			No Reuse	1
Enterprise Application Integration	Support the redesigning of disparate information systems into one system that uses a common set of data structures and rules	Back Office Services	Development and Integration	Enterprise Application Integration			No Reuse	20
Instrumentation and Testing	Support the validation of application or system capabilities and requirements	Back Office Services	Development and Integration	Instrumentation and Testing			No Reuse	4
Software Development	Support the creation of both graphical and process application or system software	Back Office Services	Development and Integration	Software Development			No Reuse	15
Change management	Control the process for updates or modifications to the existing documents, software or business processes of an organization	Business Management Services	Management of Processes	Change Management			No Reuse	2
Configuration Management	Control the hardware and software environment, as well as documents of an organization	Business Management Services	Management of Processes	Configuration Management			No Reuse	1
Document Imaging and OCR	Supports the scanning of documents	Digital Asset Services	Document Management	Document Imaging and OCR			No Reuse	3
Information Retrieval	Allow access to data and information for use by an organization and its stakeholders	Digital Asset Services	Knowledge Management	Information Retrieval			No Reuse	6
email	Support the transmission of memos and messages over a network	Support Services	Collaboration	Email			No Reuse	1
Computer / Telephony Integration	Support the connectivity between server	Support Services	Communication	Computer / Telephony Integration			No Reuse	1

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**4. Service Component Reference Model (SRM) Table:**

Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.egov.gov>.

Agency Component Name	Agency Component Description	FEA SRM Service Domain	FEA SRM Service Type	FEA SRM Component (a)	Service Component Reused Name (b)	Service Component Reused UPI (b)	Internal or External Reuse? (c)	BY Funding Percentage (d)
	hardware, software and telecommunications equipment into a single logical system							
Access Control	Support the management of permissions for logging onto a computer, application, service, or network; includes user management and role/privilege management	Support Services	Security Management	Access Control			No Reuse	3
Cryptography	Support the use and management of ciphers, including encryption and decryption processes, to ensure confidentiality and integrity of data	Support Services	Security Management	Cryptography			No Reuse	2
Identification and Authentication	Support obtaining information about those parties attempting to log on to a system or application for security purposes and the validation of those users	Support Services	Security Management	Identification and Authentication			No Reuse	1
Remote Systems Control	Support the monitoring, administration and usage of applications and enterprise systems from locations outside of the immediate system environment	Support Services	Systems Management	Remote Systems Control			No Reuse	10

a. Use existing SRM Components or identify as "NEW". A "NEW" component is one not already identified as a service component in the FEA SRM.

b. A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

c. 'Internal' reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. 'External' reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

d. Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the percentage of the BY requested funding amount transferred to another agency to pay for the service. The percentages in the column can, but are not required to, add up to 100%.

**5. Technical Reference Model (TRM) Table:**

To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component (a)	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (b) (i.e., vendor and product name)
Software Development	Component Framework	Business Logic	Platform Dependent	VB Scripts
Software Development	Component Framework	Business Logic	Platform Independent	Java Servlets

**Exhibit 300: ODA: Disaster Credit Management Modernization (DCMM) (Revision 6)**

**5. Technical Reference Model (TRM) Table:**

To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component (a)	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (b) (i.e., vendor and product name)
Data Exchange	Component Framework	Data Interchange	Data Exchange	SOAP
Data Exchange	Component Framework	Data Interchange	Data Exchange	XMI
Data Exchange	Component Framework	Data Management	Database Connectivity	Java Database Connectivity (JDBC)
Data Exchange	Component Framework	Data Management	Database Connectivity	Object Linking and Embedding (OLE)
Data Exchange	Component Framework	Data Management	Database Connectivity	Open Database Connectivity (ODBC)
Software Development	Component Framework	Data Management	Reporting and Analysis	Crystal Reports 10
Software Development	Component Framework	Presentation / Interface	Dynamic Server-Side Display	JSP
Software Development	Component Framework	Presentation / Interface	Static Display	HTML
Access Control	Component Framework	Security	Certificates / Digital Signatures	FIPS 186
Cryptography	Component Framework	Security	Certificates / Digital Signatures	Secure Sockets Layer (Verisign Certificates)
Cryptography	Component Framework	Security	Supporting Security Services	Secure Shell
Cryptography	Component Framework	Security	Supporting Security Services	winMagic
Information Retrieval	Service Access and Delivery	Access Channels	Collaboration / Communications	Hylafax
Email	Service Access and Delivery	Access Channels	Collaboration / Communications	Microsoft Outlook
Data Exchange	Service Access and Delivery	Access Channels	Other Electronic Channels	System to System
Computer / Telephony Integration	Service Access and Delivery	Access Channels	Other Electronic Channels	URL
Data Exchange	Service Access and Delivery	Access Channels	Other Electronic Channels	Web Service
Computer / Telephony Integration	Service Access and Delivery	Access Channels	Web Browser	Internet Explorer
Data Exchange	Service Access and Delivery	Delivery Channels	Intranet	Internet Standards (TCP/IP)
Access Control	Service Access and Delivery	Delivery Channels	Virtual Private Network (VPN)	ATT VPN Client
Access Control	Service Access and Delivery	Delivery Channels	Virtual Private Network (VPN)	Juniper NetScreen VPN/Firewall
Remote Systems Control	Service Access and Delivery	Service Requirements	Hosting	IBM - AOD
Identification and Authentication	Service Access and Delivery	Service Requirements	Legislative / Compliance	Security (SOPs, Rules of Behavior, SSP, NIST guidelines)
Data Exchange	Service Access and Delivery	Service Transport	Service Transport	File Transfer Protocol (FTP)
Data Exchange	Service Access and Delivery	Service Transport	Service Transport	Hyper Text Transfer Protocol (HTTP)
Data Exchange	Service Access and Delivery	Service Transport	Service Transport	Hyper Text Transfer Protocol Secure (HTTPS)
Data Exchange	Service Access and Delivery	Service Transport	Service Transport	Internet Protocol (IP)
Cryptography	Service Access and Delivery	Service Transport	Service Transport	IP Security (IPSEC)
Data Exchange	Service Access and Delivery	Service Transport	Service Transport	Transport Control Protocol (TCP)
Data Exchange	Service Access and Delivery	Service Transport	Supporting Network Services	Border Gateway Protocol (BGP)
Data Exchange	Service Access and Delivery	Service Transport	Supporting Network Services	Domain Name System (DNS)
Email	Service Access and Delivery	Service Transport	Supporting Network Services	Internet Message Access Protocol / Post Office Protocol (IMAP / POP3)
Email	Service Access and Delivery	Service Transport	Supporting Network Services	Simple Mail Transfer Protocol (SMTP)
Software Development	Service Interface and Integration	Integration	Middleware	PL/SQL
Data Integration	Service Interface and Integration	Integration	Middleware	RPC
Enterprise Application Integration	Service Interface and Integration	Integration	Middleware	webMethods 6.5
Data Integration	Service Interface and Integration	Interface	Service Description / Interface	Web Services Description Language (WSDL)
Enterprise Application Integration	Service Interface and Integration	Interface	Service Description / Interface	WebTS (API)
Data Integration	Service Interface and Integration	Interoperability	Data Format / Classification	eXtensible Markup Language (XML)
Data Warehouse	Service Platform and Infrastructure	Database / Storage	Database	Oracle 9i
Data Warehouse	Service Platform and Infrastructure	Database / Storage	Database	Oracle Lite
Data Warehouse	Service Platform and Infrastructure	Database / Storage	Storage	SAN - EMC
Data Warehouse	Service Platform and Infrastructure	Database / Storage	Storage	SAN - IBM Shark
Information Retrieval	Service Platform and	Delivery Servers	Application Servers	Kofax 6 (ACIS)

**Exhibit 300: ODA: Disaster Credit Management Modernization (DCMM) (Revision 6)**

**5. Technical Reference Model (TRM) Table:**

To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component (a)	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (b) (i.e., vendor and product name)
	Infrastructure			
Information Retrieval	Service Platform and Infrastructure	Delivery Servers	Application Servers	Oracle Application Server
Information Retrieval	Service Platform and Infrastructure	Delivery Servers	Web Servers	Apache
Information Retrieval	Service Platform and Infrastructure	Delivery Servers	Web Servers	Internet Information Server (on Scan Servers)
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	Ethernet
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	VLAN
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Cisco Routers
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Cisco Switches
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	DSL
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Gateway
Access Control	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Juniper NetScreen Firewall
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Network Interface Cards (NIC)
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	T1/T3
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Transceivers
Document Imaging and OCR	Service Platform and Infrastructure	Hardware / Infrastructure	Peripherals	Scanners (Canon, Kodak)
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	SUN (440, 890, 6900)
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Windows 2000 Servers
Data Exchange	Service Platform and Infrastructure	Hardware / Infrastructure	Wide Area Network (WAN)	Frame Relay
Software Development	Service Platform and Infrastructure	Software Engineering	Integrated Development Environment	Oracle Forms
Software Development	Service Platform and Infrastructure	Software Engineering	Integrated Development Environment	Visual Basic
Enterprise Application Integration	Service Platform and Infrastructure	Software Engineering	Integrated Development Environment	webMethods 6.5
Configuration Management	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	CVS
Configuration Management	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	PVCS
Change Management	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	Tracker (Serena)
Configuration Management	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	Tripwire
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury LoadRunner
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury WinRunner
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Quick Test Pro
Data Exchange	Service Platform and Infrastructure	Support Platforms	Platform Dependent	Solaris 8.0
Data Exchange	Service Platform and Infrastructure	Support Platforms	Platform Dependent	Windows 2003
Software Development	Service Platform and Infrastructure	Support Platforms	Platform Independent	Java TM2 1.4.2

a. Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications

b. In the Service Specification field, agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

6. Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)?

No

a. If "yes," please describe.



**Exhibit 300: Part II: Planning, Acquisition and Performance Information****Section A: Alternatives Analysis (All Capital Assets)**

Part II should be completed only for investments identified as "Planning" or "Full Acquisition," or "Mixed Life-Cycle" investments in response to Question 6 in Part I, Section A above.

In selecting the best capital asset, you should identify and consider at least three viable alternatives, in addition to the current baseline, i.e., the status quo. Use OMB Circular A-94 for all investments and the Clinger Cohen Act of 1996 for IT investments to determine the criteria you should use in your Benefit/Cost Analysis.

1. Did you conduct an alternatives analysis for this project? Yes
  - a. If "yes," provide the date the analysis was completed? 8/31/2007
  - b. If "no," what is the anticipated date this analysis will be completed? 10/27/2006
  - c. If no analysis is planned, please briefly explain why:

2. Alternative Analysis Results: <span style="float: right;">* Costs in millions</span>			
Use the results of your alternatives analysis to complete the following table:			
Alternative Analyzed	Description of Alternative	Risk Adjusted Lifecycle Costs estimate	Risk Adjusted Lifecycle Benefits estimate
0 - Status Quo	This is not a viable option. The status quo does not comply with the recommendation of GAO and the requirement of the Agency Administration.		
1 - Microsoft ASP.Net	Windows Server OS provides the platform for building and running security enhanced, business critical, connected applications. Microsoft's ASP.Net is a programming framework built on the common language runtime that can be used on a server to build Web applications.		
2 - Redhat JBoss	A J2EE certified platform for developing and deploying enterprise Java applications, web applications, and portals		
3 - Oracle 10gAS	A J2EE application server that facilitates the development and deployment of enterprise Java applications and web applications.		

3. Which alternative was selected by the Agency's Executive/Investment Committee and why was it chosen?

This alternative analysis is regarding the choice of software platform to use for development and production. The software is a driver on the hardware platform decision (Sun, Intel, Unix, etc.) because of platform dependence of some of the software. The alternative chosen was 1-Microsoft's ASP.Net.

A cross-functional team of government employees and contractors was formed to research and evaluate the software. The team complete initial research on 27 alternatives. This was narrowed down to 6 viable alternatives. Additional detailed research was completed on these 6 and narrowed down to 3 best alternatives. The team based the evaluation on 8 weighted criteria, generally falling into three groups. The groups were how it met functional and technical requirements, the total life cycle cost, and current technology and platform dependencies, weighted in this order. ASP.Net received the top scores in 5 of the 8 categories and the two highest weighted groups.

The risk adjusted life cycle costs were based on the specific software and hardware only. Any other costs associated with the ELA that would be consistent across all choices and not dependent on the specific choice was not included. The risk adjusted benefits are based on the lower number of applications mailed and the lower staff needed to process the paper applications. It is based on an very conservative assumption and a historical number of applications. The benefits will be much higher in future catastrophic events, similar to the 2005 Gulf Coast Hurricanes.

4. What specific qualitative benefits will be realized?

This system will comply with GAO Audit recommendation to allow disaster victims from applying for assistance online.

We expect to increase customer satisfaction. The most recent ANSI surveys indicated the area that could be improved to increase the victims satisfaction is the application process. Allowing victims to apply online is an improvement that has been suggested. This will allows victims to apply for assistance 24x7x365, at their convenience.

We expect overall processing cycle times to decrease as a result of less data input error corrections.

There is a large community of ASP.Net and Microsoft trained, experience developers. This should relate to a larger selection of staffing candidates for development, a higher level of candidates, and ease in obtaining the correct number and type of developer for the project.

5. Will the selected alternative replace a legacy system in-part No

or in-whole?

a. If "yes," are the migration costs associated with the migration to the selected alternative included in this investment, the legacy investment, or in a separate migration investment.

b. If "yes," please provide the following information:

List of Legacy Investment or Systems		
Name of the Legacy Investment of Systems	UPI if available	Date of the System Retirement

### Section B: Risk Management (All Capital Assets)

You should have performed a risk assessment during the early planning and initial concept phase of this investment's life-cycle, developed a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.

1. Does the investment have a Risk Management Plan? Yes
  - a. If "yes," what is the date of the plan? 8/9/2005
  - b. Has the Risk Management Plan been significantly changed since last year's submission to OMB? Yes
- c. If "yes," describe any significant changes:

Overall Risk database is reviewed and updated monthly. Significant changes were made in Jan 06 and Aug 07. Some changes occurred during planning and after BTIC approval of mandated hardware upgrade. Additional changes have been made during the Electronic Loan Application planning and design phases.

A Risk Management Plan was developed in 2002 and used during the development of DCMS. This was written with some simplified processes since a public facing web access was not part of the initial mandatory design requirements. However now that the DME project will allow public access to portions of the DCMS system, we have begun a full re-evaluation of the plan. A more detailed Risk Management Plan is being developed during the DME project and replaces all current operating plans.

2. If there currently is no plan, will a plan be developed?
  - a. If "yes," what is the planned completion date?
  - b. If "no," what is the strategy for managing the risks?

3. Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

For the current DME schedule, we have included time at the end of each phase to complete a QA review of the project and make decisions and adjustment. We are following the Agency System Development Methodology for the project. We have included a management reserve in the EVM to account to these adjustments.

The DME Needs Statement included an initial range of costs for hardware and software. Now that the Alternative Analysis and Benefit/Cost Analysis was recently completed, we will refine these costs to reflect the conclusion of these processes. Based on the information obtained during the software Alternative Analysis, we are confident the costs adjustments will not be significant.

We have executed contingency and mitigation plans as a result of the delay in the requirements gathering for the Electronic Loan Application. Those plans generally were to delay the hardware and software purchase, and the hiring of additional development staff until the requirements were completed. Planning has continued, but at a lower level than originally envisioned. These changes in the schedule do not significantly change the total life cycle cost for the ELA. The dates to incur the planned costs were shifted from FY2007 to FY2008.

### Section C: Cost and Schedule Performance (All Capital Assets)

EVM is required only on DME portions of investments. For mixed lifecycle investments, O&M milestones should still be included in the table (Comparison of Initial Baseline and Current Approved Baseline). This table should accurately reflect the milestones in the initial baseline, as well as milestones in the current baseline.

1. Does the earned value management system meet the criteria in ANSI/EIA Standard-748? Yes
2. Is the CV% or SV% greater than +/- 10%? (CV%= CV/EV x 100; SV%= SV/PV x 100) Yes
  - a. If "yes," was it the CV or SV or both? CV
  - b. If "yes," explain the causes of the variance:

The CV of 20% is completely because of delays in development labor, hardware and software acquisition cost related to the ELA. The O&M portion of DCMS is within all acceptable variances. A new SBA Administrator was confirmed by Congress and took office in July 2006. In September 2006, he brought in a new contractor to complete a Business Process Re-engineering (outside of DCMM) and re-prioritized the projects and short-term goals of ODA. This essentially delayed the requirements gathering and

analysis and all subsequent phases of the project for approximately 8 months. The development was originally scheduled to start in February 2007, with the acquisition of hardware and software to occur in March and April of 2007.

During the same time frame, the Administration recognized the Disaster Recovery hardware was not adequate in light of the production hardware upgrade which occurred in FY2006. After some analysis, it was determined that the current hosting model was not sufficient to meet the current and future needs and requirements of ODA. A new set of hosting requirements, a SOW, and procurement for a new hosting contract was initiated. Analysis by the project teams indicated that economies could be gained by acquiring the ELA hosting and DR hardware at the same time. Additionally, the number of WBS tasks, labor costs, and overall schedule to build the new hosting and ELA models could be reduced by combining similar tasks within each project. The new hosting contract is scheduled to be awarded in mid to late September. This delays the acquisition of the ELA hardware until October to November.

c. If "yes," describe the corrective actions:

The corrective action is to extend the internal project schedule until FY2008, with a full implementation date of May 2008 (just prior to the next Hurricane season). The cost for the development, hardware and software will be moved to FY2008. No additional expense or time to complete the project, over the amount approved by the Agency BTIC, is envisioned. The scheduled implementation milestone is approximately 8 months after the originally scheduled date to account for the 8 month delay during the first phase of the project.

3. Has the investment re-baselined during the past fiscal year? No

a. If "yes," when was it approved by the agency head?



## 4. Comparison of Initial Baseline and Current Approved Baseline

Complete the following table to compare actual performance against the current performance baseline and to the initial performance baseline. In the Current Baseline section, for all milestones listed, you should provide both the baseline and actual completion dates (e.g., "03/23/2003"/ "04/28/2004") and the baseline and actual total costs (in \$ Millions). In the event that a milestone is not found in both the initial and current baseline, leave the associated cells blank. Note that the 'Description of Milestone' and 'Percent Complete' fields are required. Indicate '0' for any milestone no longer active.

Milestone Number	Description of Milestone	Initial Baseline		Current Baseline				Current Baseline Variance		Percent Complete
		Planned Completion Date (mm/dd/yyyy)	Total Cost (\$M) Estimated	Completion Date (mm/dd/yyyy)		Total Cost (\$M)		Schedule (# days)	Cost (\$M)	
				Planned	Actual	Planned	Actual			
1	DCMM Development - COTS Items (HW, SW, other)	8/31/2004	\$5.9538	8/31/2004	9/30/2004	\$5.9538	\$6.243296	-30	\$-0.289496	100.00%
2	DCMM Development - Contracted Labor	8/31/2004	\$5.6962	8/31/2004	9/30/2004	\$5.6962	\$6.534525	-30	\$-0.838325	100.00%
3	DCMM Transition	9/30/2005	\$4.956484	9/30/2005	9/30/2005	\$4.956484	\$5.341998	0	\$-0.385514	100.00%
4	DCMS Operations & Maintenance	9/30/2006	\$5.579	9/30/2006	9/30/2006	\$18.29	\$17.79754	0	\$0.49246	100.00%
4.1	Hardware Upgrade			6/12/2006	6/12/2006	\$6.225	\$6.405	0	\$-0.18	100.00%
4.2	Upgrade Planning			3/10/2006	3/10/2006	\$0.14	\$0.122	0	\$0.018	100.00%
4.3	Upgrade Development & Testing			5/31/2006	6/7/2006	\$0.846	\$0.883	-7	\$-0.037	100.00%
4.4	Operations & Maintenance	9/30/2006	\$5.579	9/30/2006	9/30/2006	\$11.079	\$10.38754	0	\$0.69146	100.00%
5	DCMM Operations & Maintenance	9/30/2007	\$7.69	9/30/2007	7/31/2007	\$11.657261	\$7.70958	61	\$-0.360843	63.04%
5.1	Operations & Maintenance	9/30/2007	\$5.776	9/30/2007	7/31/2006	\$8.702261	\$7.60958	426	\$-0.360597	83.30%
5.2	Online Application Planning			12/31/2006	7/31/2007	\$0.2	\$0.1	-212	\$0	50.00%
5.3	Online Application Hardware, Software and Other Direct Costs			1/31/2007	7/31/2007	\$2.155	\$0	-181	\$0	0.00%
5.4	Online Application	9/30/2007	\$1.914	9/30/2007	7/31/2007	\$0	\$0	61	\$0	0.00%

## 4. Comparison of Initial Baseline and Current Approved Baseline

Complete the following table to compare actual performance against the current performance baseline and to the initial performance baseline. In the Current Baseline section, for all milestones listed, you should provide both the baseline and actual completion dates (e.g., "03/23/2003"/ "04/28/2004") and the baseline and actual total costs (in \$ Millions). In the event that a milestone is not found in both the initial and current baseline, leave the associated cells blank. Note that the 'Description of Milestone' and 'Percent Complete' fields are required. Indicate '0' for any milestone no longer active.

Milestone Number	Description of Milestone	Initial Baseline		Current Baseline				Current Baseline Variance		Percent Complete
		Planned Completion Date (mm/dd/yyyy)	Total Cost (\$M) Estimated	Completion Date (mm/dd/yyyy)		Total Cost (\$M)		Schedule (# days)	Cost (\$M)	
				Planned	Actual	Planned	Actual			
	Hosting Costs									
5.5	Online Application Development & Testing			3/31/2007	7/31/2007	\$0.6	\$0	-122	\$0	0.00%
6	DCMM Operations & Maintenance	9/30/2008		9/30/2008						0.00%
7	DCMM Operations & Maintenance	9/30/2009		9/30/2009						0.00%
8	DCMM Operations & Maintenance	9/30/2010		9/30/2010						0.00%
Project Totals		9/30/2010		9/30/2010	7/31/2007			1157		48.27%